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To: FARA Registration Unit

From: Vision Americas, Registrant No. 5907

Fax: (202) 514-2836

Pages: 4

Phone:

Date: 05/14/2009

Re: Kestral Holdings

cc:

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☐ **For Review**

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Best,
Alana

2009 MAY 15 PM 4:44
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DATE	NAME	PHONE	EMAIL	PERSON	DESCRIPTION	ATTACHMENTS
05/13/09	Jose Cardenas		Email	Satema Sumar	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/13/09	Jose Cardenas		Email	Jonah Blank	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/13/09	Jose Cardenas		Email	Caleb McCarry	Sent letter requesting a meeting on behalf of Kestral Holdings with Jim Schmitt	Kestral Holdings Background Information
05/13/09	Jose Cardenas		Email	Amb. John E. Hartst	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Jose Cardenas		Email	Mark Walker	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Roger F. Noriega		Email	Jasmeel Kaur Ahuja, Committee on Foreign Affairs	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Jose Cardenas		Email	Nisha Desai w/ Nina Lowey	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Jose Cardenas		Email	Alice Hogans, Staff to House Appropriations Subcommittee on Foreign Operations	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Roger F. Noriega		Fax	Assistant Secretary Richard Boucher	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Jose Cardenas		Email	Paul Grove, Senate Appropriations Subcommittee on Foreign Operations	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Jose Cardenas		Email	Lester Munson	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Jose Cardenas		Email	Tim Reiser, Senate Appropriations Subcommittee on Foreign Operations	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Jose Cardenas		Email	Stacie Oliver	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Jose Cardenas		Email	Tim Morrison	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Jose Cardenas		Email	Waleya Janyedham	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Roger F. Noriega		Fax	Jim Bever, USAID	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Roger F. Noriega		Fax	Alonso Fulgham, USAID	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Roger F. Noriega		Fax	Dirk Dikeman, USAID	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Roger F. Noriega		Fax	Lisa Chiles, USAID General Counsel	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Roger F. Noriega		Fax	Mauricio Vera, Office of Small and Disadvantaged Business	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information
05/12/09	Roger F. Noriega		Fax	Ahuja Jasmeel w/ Congressman Bernman's office	Sent letter requesting a meeting on behalf of Kestral Holdings	Kestral Holdings Background Information

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Kestral Holdings

COMPANY PROFILE AND BACKGROUND

KESTRAL GROUP of companies are considered Pakistan's leading provider of structured program management and consultancy services with specialized skills in the field of aviation, defense, logistics, facilities maintenance and management, civil engineering, design engineering, aeronautical & marine engineering, information technology and telecommunications. Kestral Group provides services to selected multinational corporations and represents various divisions of Lockheed Martin, United Technologies, Raytheon, Pratt and Whitney (Canada), Kearfott, L3 Communications, Hydraulics International, Sagem, ITT Industries, Intermat, Sikorsky, General Dynamics, Gulfstream Aerospace Corporation, Goodrich Corporation, International Aero Engines, Oshkosh Truck Corporation, Daher, EDO and ISI Hellas. More than 350 employees including 75 professionals are working fulltime in seven companies: Kestral Holding (Pvt) Ltd (the parent company), Kestral Logistics (Smc-Pvt) Ltd, Kestral SPD (Pvt) Ltd, Kestral Energy (Smc-Pvt) Ltd, Dazzle Glass (Pvt) Ltd, Pakistan Facilities Management (Pvt) Ltd, and Global Response and Services (Pvt) Ltd.

KESTRAL Holding's head office is located in Islamabad with domestic offices in Karachi, Lahore and Peshawar, and global offices in Canada, Malaysia, United Kingdom, France and Dubai. The company's personnel include professionals and executives from the corporate sector and distinguished retired armed forces officers.

KESTRAL Logistics has been providing logistics, technical support and program management services to its valued customers since 1999 with excellence and dedication. Kestral Logistics employs over 45 full time employees as well as a number of term-contract professionals. The company has the necessary resources, including fully furnished and equipped offices and warehousing facilities, fleet of vehicles, as well as specialized staff and selected vendors & sub-contractors on its panel to handle a diverse range of programs. The company prides itself as being one of the few companies in the country that delivers complete turnkey solutions following strict standards of project management and quality while ensuring high level of HSSE. In fact, Kestral is probably the only Pakistani company that has systems in place to ensure standards of logistics and technical support projects that are expected from clients from United States and Europe. Moreover, the company has in depth knowledge of the US Government laws and regulations (FAR & DFAR) under which US Government funded programs are executed. Kestral's strong logistics, engineering and quality assurance experts are deployed both on the executing office site as well as in the field to provide timely interactive reporting which is routinely dovetailed into the detailed program plan. Routine audits at various stages of program execution are also performed to develop an early warning mechanism in case any limitations or problems are detected at any stage of operations. This ensures that the program is executed on time and within budget.

Kestral Logistics provides logistics support services, base operations support services and technical services support services. Logistics support services includes custom house brokerage, import/export services, LCL, FCL and break bulk operations, overland and multimodal transportation including air-charter, bulk fuel transportation, warehousing, transit logistics to Afghanistan as well as logistics provider services in Afghanistan, and provision of security and insurance during transportation and warehousing. Base operations support



services includes sourcing, procurements, delivery of services and supplies to base(s), facilities maintenance and management, provision of vehicles on rental basis, provision of heavy machinery and equipment on rental basis (including operation and maintenance), logistics, and provision of security services. Technical support services includes undertaking turn-key engineering projects and after sales support.

Kestral Logistics is a member of Pakistan International Freight Forwarding Association (PIFFA) and International Federation of Freight Forwarders Association (FIATA) and is in the process of acquiring the membership of The International Air Transport Association (IATA).

KESTRAL SPD (Private) Limited's two divisions of Design & Build and Engineering Services are ideally positioned to work on construction and engineering services assignment, particularly in difficult areas and for the capacity building endeavors of the US Government. Our client base includes many multinationals and foreign government agencies.

We have been and are presently engaged in the implementation of several capacity building projects. For example in the Design and Build Division, we have recently completed the construction (complete turnkey design and build responsibility) of 10 observation towers and related facilities of the Pakistan Coast Guard (PCG) for the US Army Corps of Engineers (USACE), Afghanistan Engineer District (AED), using US construction methods and near-US specifications (Division 2-16 format). We are also presently constructing (complete turnkey design and build responsibility) 36 PCG outposts, again for the USACE, complete with billeting, offices and comms using independent solar and generator power generation capability (70% complete). In addition, Kestral SPD is constructing several buildings (about 20) in the FATA area and in Karachi for CNTPO in support of the capacity building component of its objectives in Pakistan. All of these projects require the ability to perform the work in remote areas in difficult terrain and requiring community buy-in. Even though these are medium-sized infrastructure projects, sophisticated program management and quality management processes are applied with due consideration to health, safety and the environment. Local small contractors and labor are used, where possible, but they are all fully trained in all aspects of quality construction methods and HSE. This has significantly helped the region with capacity building at the local level. As another example of familiarity of the region and capacity building at the local level,

Kestral is managing the construction of 12 schools for a US NGO (Shelter for Life) in the Mansehra district of the North West Frontier Province (NWFP) where engagement of the locals is paramount to the success of the project. Similarly, as the lead construction and project management company for a camp expansion project in a very remote part of Baluchistan for a large Canadian/Chilean mining conglomerate, Kestral is deploying the local labor for many parts of the work which includes construction/renovation of facilities and complete water supply and sanitary systems.

Our established processes and methodological approach to the construction process renders us as the company of choice for our clients since most in this region do not conform to international standards or even to the defined quality of national standards. Our core team consists of highly skilled project managers, engineers, designers, CADD operators and field technicians employing sophisticated project management tools, such as Primavera P3. In addition to some of the projects of relevance mentioned above, we are presently the turnkey contractor for the complete design and build of the USAID Annex within the existing compound of the US Embassy in Islamabad under contract from the US State Department, Overseas Building Operations (OBO) office. This project, however, was suspended at the 65% design stage due to the radical change to the capacity requirements by USAID

Kestral SPD (Private) Limited is a member of the Kestral group of companies which has been in business since 1987 with presently over 300 employees and serving numerous

US and international multinational companies' and agencies' business activities in Pakistan, Kestral SPD (Private) Limited is ISO 9001 certified for all its construction and engineering service activities and is audit-approved pending certification for ISO 14001:2004 and OHSAS 18001:2007 environmental management and occupational health and safety management standards.